

27 June 1996

## MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Affirmative Action Policy for Senior Civilian  
Positions (GS-15) in CP18

1. We are succeeding in our challenge to diversify the leadership of the Army. There have been notable successes, for which we congratulate you. This is not the time, however, to diminish our efforts to ensure that all qualified candidates are equitably considered for appointments to the SES and its "feeder grades". As the Functional Chief for CP18, I would like to clarify my expectations for recruitment and selection for GS-15 level positions in CP18.

2. I have given much thought to the opportunity to further delegate this review to the SES/General Officer level, as was discussed at the recent meeting of CP18 Career Program Managers. Your responses were fairly evenly divided between retaining the status quo and splitting the review levels. Because I believe our efforts to provide a corporate perspective to the recruitment and selection process for these very important selections have contributed to the success we have, I have decided to retain the review level here with the Functional Chief's Representative.

3. Accordingly, except for authorized, noncompetitive movement of current Army employees, the procedures at enclosure 1 remain in effect. Please note that this review process is in addition to, although usually concurrent with, the special consideration you are asked to provide CP18 Executive Development Program Graduates. As selecting officials you are ultimately accountable for the composition of your work force; this review process does not take anything away from your obligation to ensure full compliance with affirmative outreach, recruitment, and selection.

4. Thank you for your thoughtful consideration of this process. We will continue to review the way we conduct business and, where it makes sense, revise our process appropriately.

/signed/

PAT M. STEVENS IV  
Major General, USA  
Functional Chief, CP18

AFFIRMATIVE ACTION REVIEW FOR GS-15 POSITIONS IN CP18

Except for authorized, noncompetitive movement of current Army employees, the following procedures for fill of GS-15 level positions in CP18 are in effect:

1. Each activity with a CP18 GS-15 vacancy will determine what outreach efforts are required to ensure well qualified minority and women candidates are in the applicant pool, as specified in AR 690-960, Chapter 11-15f. This should include the personal involvement of senior functional officials. A definitive statement of recruitment efforts and results will accompany all requests for referral submitted to the DA Referral Activity (CEHR-C).

2. The Functional Chief's Representative (FCR) will review each proposed referral list prepared by the DA Referral Activity prior to its release. This review will include the statement of recruitment efforts and results, the crediting plan, the position description, and the qualifications of all highly qualified and lateral candidates. When no minority or women candidates apply, or when those who do apply are not among the best qualified, the FCR will determine whether additional recruitment is necessary or whether the list may be issued.

3. If an approved DA referral list does not contain minority or women candidates, selection may be made without further FCR review. The transmittal letter will provide this information.

4. If selection of a minority or woman candidate is proposed from an approved DA referral list, no further FCR review for affirmative action is necessary. (There may be further FCR review required if it is a key GS-15 position for which CP18 Executive Development Graduates were referred.)

5. If an approved DA referral list contains minority or women candidates, but selection of other than a minority or woman candidate is proposed, the selecting official must request FCR review. This request should explain the reason(s) for the proposed selection, to include an explanation of the full and fair consideration given to referred minority and women candidates. One way to accomplish this without identifying the referred minority and women candidates is to address what consideration was given to each of the referred candidates and where each candidate ranked in the process. The request to select other than a referred minority or woman candidate must be coordinated with the activity and MACOM/USACE MSC career program manager, and must have the commander's endorsement. Selection is tentative until the FCR has reviewed the proposed selection. Selectee should not be notified.

6. Requests should be sent to HQUSACE (CEHR-ZE), Washington, DC 20314-1000. They may be faxed to 202-761-8809. Requests will be expedited to ensure minimum delay in your selection process.

Enclosure 1 to CEHR-ZE Memorandum dated 27 June 1996

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